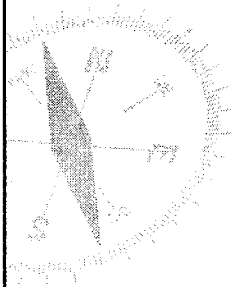
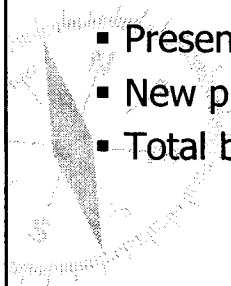


Statewide Present Law Adjustments



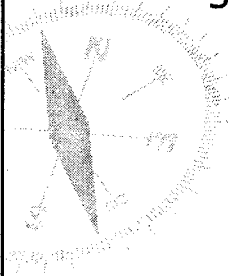
Show Me The Money

- ▶ Structure of budgeting and the budgeting system
 - Total expenditures minus adjustments =
 - Base + present law adjustments =
 - Present law adjusted base +
 - New proposals =
 - Total budget



Decision Packages

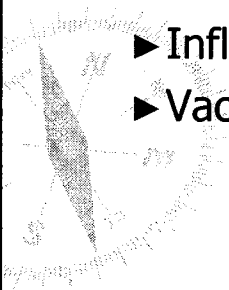
- ▶ Include any change to the base, except statewide present law adjustments
- ▶ Increases or decreases
- ▶ Funding changes



Statewide Present Law Adjustments

Subcommittees have Limited Options – Must Change Underlying Conditions

- ▶ Personal Services
- ▶ Fixed Costs
- ▶ Inflation
- ▶ Vacancy Savings



Personal Services Adjustments

- Full funding of positions to account for vacancies
- Change in benefits (workers' comp rates/FICA/etc.)
- Pay plan annualization (salary and benefits)
- Elimination of certain types of expenditures (overtime/per diem/etc.)
- Annualization of other adjustments made to salaries during the year
 - ▶ Reclassification (upgrades/downgrades/conversion to broadband pay plan)
 - ▶ Market (primary broadband adjustment)
 - ▶ Competency, performance, results, strategic (also allowed under broadband pay plan)

Changes to Personal Services During the Biennium

- ▶ The Legislature has:
 - Provided a phased-in pay plan for the 2007 biennium that qualified employees are entitled to receive and that cannot be rescinded
 - Provided the legal sanction for the executive and other staff to make certain compensation adjustments (upgrades, etc.)
 - Given legal sanction for the executive to pursue an alternate pay plan (broadband), with attendant greater flexibility for agencies to adjust salaries beyond the legislative pay plan

Personal Services

The legislature:

► CANNOT:

- Appropriate FTE
- Provide upgrades or downgrades
- Require an agency to hire or not hire a position, or hire or fire an individual
- Change benefit levels
- Take away legitimately provided salary adjustments

► CAN:

- Provide any level of funding you deem appropriate
- Eliminate funding for FTE
- Change certain personal services such as overtime and differential
- Enact vacancy savings
- Restrict funding

Internal Service Operations

► The legislature:

- Examines the internal service accounts
- Examines the major changes proposed by the agency and their impact on the proposed
- Approves the rate

► The legislature does not:

- Appropriate operating funds
- Approve or disapprove decision packages

The agencies cannot increase the rate beyond the legislatively approved level, although they can charge less.

**Comparison of Fixed Costs
2007 to 2009 Biennium
(in Millions)**

Subcommittee/Agency	Program	2007		2009		Percent
		Biennium	Difference	Biennium	Difference	
General Government						
Administration	Insurance and Bonds	\$28.9	(\$3.1)	\$25.8		-10.7%
	Warrant Writing Fees	1.6	0.4	2.0		25.0%
	Payroll Service Fees	0.9	0.1	1.0		11.1%
	Data Network Services	21.6	5.6	27.2		25.9%
	SABHRS Operating	12.7	0.7	13.4		5.5%
	Messenger Services	0.3	0.1	0.4		33.3%
	Web Services*	0.0	0.4	0.4		---
	Rent - Buildings	13.5	2.5	16.0		18.5%
	Grounds Maintenance	0.7	0.3	1.0		42.9%
	Audit Fees	3.1	0.2	3.3		6.5%
	Statewide Cost Allocation/State Fund Allocation	3.7	1.9	5.6		51.4%
Legislative Audit Division						
Various						
	Total	<u>\$87.0</u>	<u>\$9.1</u>	<u>\$96.1</u>		<u>10.5%</u>

*Beginning in FY 2009.

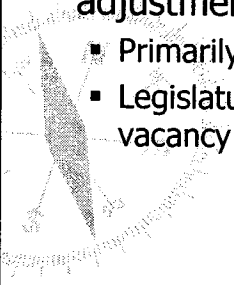
Inflation

- ▶ The executive recommends various inflation (or deflation) rates on selected items



Vacancy Savings

- ▶ Governor proposes a vacancy savings rate
 - 4 percent on most positions in the 2009 biennium
 - \$49.7 million total funds - \$19.2 million general fund
- ▶ The only "policy" issue in the statewide adjustments
 - Primarily for ease of the process
 - Legislature has full policy control over whether to apply vacancy savings and the level



**Inflation and Deflation Factors
Executive Budget 2009 Biennium**

Account	Item Name	Percentage Change From Fiscal 2006 Base		Dollar Change					
		Fiscal 2008	Fiscal 2009	State Agencies		University System		Total	
		Fiscal 2008	Fiscal 2009	Fiscal 2008	Fiscal 2009	Fiscal 2008	Fiscal 2009	Fiscal 2008	Fiscal 2009
<u>Inflation</u>									
62205	Food	4.60%	6.40%	\$40,418	\$56,233	\$6,045	\$8,411	\$46,463	\$64,644
62225	Books & Reference Material	14.00%	21.90%	130,610	204,311	362,883	567,652	493,492	771,963
62251	Meat	4.60%	6.40%	4,165	5,795	0	0	4,165	5,795
62252	Dairy	4.60%	6.40%	22,055	30,685	0	0	22,055	30,685
62253	Produce	4.60%	6.40%	9,253	12,874	0	0	9,253	12,874
62254	Bakery	4.60%	6.40%	1,803	2,508	0	0	1,803	2,508
62264	Grocery	4.60%	6.40%	49,696	69,143	0	0	49,696	69,143
62275	Poultry	4.60%	6.40%	2,603	3,622	0	0	2,603	3,622
62278	Beverages	4.60%	6.40%	6,536	9,094	383	533	6,919	9,626
62279	Red Meat	4.60%	6.40%	2,229	3,101	0	0	2,229	3,101
62288	Canned Goods	4.60%	6.40%	8,479	11,797	0	0	8,479	11,797
62289	Staples	4.60%	6.40%	10	14	0	0	10	14
62291	Sea Foods	4.60%	6.40%	1,997	2,778	0	0	1,997	2,778
62292	Pork	4.60%	6.40%	2,951	4,105	0	0	2,951	4,105
62298	Fish/Fish Eggs	4.60%	6.40%	1,370	1,907	1	1	1,371	1,908
62304	Postage & Mailing	8.60%	8.60%	444,630	444,630	89,890	89,890	534,520	534,520
62404	In-state State Motor Pool	39.03%	41.06%	843,782	887,668	1,984	2,087	845,766	889,756
62510	Motor Pool Leased Vehicle	39.03%	41.06%	1,114,207	1,172,158	0	0	1,114,207	1,172,158
62601	Electricity	5.20%	7.50%	272,274	392,703	277,055	399,598	549,328	792,301
62603	Natural Gas	31.00%	31.00%	1,095,432	1,095,432	1,462,357	1,462,357	2,557,790	2,557,790
63125	Library Books	14.00%	21.90%	45,985	71,934	592,358	926,617	638,343	998,551
Subtotal				\$4,100,484	\$4,482,491	\$2,792,956	\$3,457,147	\$6,893,440	\$7,939,638
<u>Deflation</u>									
62142	Disk Storage Charges DofA	-4.40%	-4.40%	(\$42,206)	(\$42,206)	(\$0)	(\$0)	(\$42,206)	(\$42,206)
62172	Batch CPU Seconds DofA	-4.50%	-4.50%	(37,229)	(37,229)	(73)	(73)	(37,302)	(37,302)
62177	TSO CPU Seconds DofA	-4.50%	-4.50%	(8,185)	(8,185)	0	0	(8,185)	(8,185)
62178	IDMS CPU Seconds DofA	-4.50%	-4.50%	(87,924)	(87,924)	0	0	(87,924)	(87,924)
62180	CICS CPU Seconds DofA	-4.50%	-4.50%	(10,738)	(10,738)	0	0	(10,738)	(10,738)
Subtotal				(\$186,281)	(\$186,281)	(\$73)	(\$73)	(\$186,355)	(\$186,355)
Net Change				\$3,914,202	\$4,296,209	\$2,792,883	\$3,457,074	\$6,707,085	\$7,753,283

GLOBAL FISCAL ISSUES: LFC RECOMMENDATIONS TO THE 2007 LEGISLATURE

A Report Prepared for the
**House Appropriations Committee
and
Senate Finance and Claims Committee**

By
Jon Moe
Fiscal Specialist

December 21, 2006

Legislative Fiscal Division



www.leg.mt.gov/css/fiscal

PURPOSE

The structure of the executive budget proposal is specified in statute. This defined structure is the backbone of a process that involves months of preparation by executive and legislative staff, and months of legislative deliberation. It is the defined structure that allows for a sophisticated level of automation but which also dictates a need for consistency among groups of decision makers. It is the issues of consistency and equity that are addressed here.

The purpose of this report is to provide to the House Appropriations and the Senate Finance And Claims Committees, in accordance with statute, the recommendations of the Legislative Finance Committee for a procedural framework for the legislature in dealing with global fiscal issues, issues that impact the deliberation of most, if not all, agency budgets. Because the legislative budget process employs six appropriations subcommittees reviewing the same components of different agency budgets, a common approach to addressing certain overarching issues is desirable. With global decisions in hand, the subcommittees can proceed with their individual budget reviews knowing that there is equity and consistency in key decisions regarding those overarching issues of the total budget.

BACKGROUND

A bill passed by the 1997 Legislature revised 5-12-205, MCA (powers and duties of the Legislative Finance Committee) to require that the LFC make recommendations to appropriations committee leadership prior to each session on global budget issues. The statute is as follows:

5-12-205 (7) [The Legislative Finance Committee] shall, before each regular and special legislative session involving budgetary matters, prepare recommendations to the house appropriations committee and the senate finance and claims committee on the application of certain budget issues. At a minimum, the recommendations must include procedures for the consistent application during each session of inflation factors, the allocation of fixed costs, and the personal services budget. The committee may also make recommendations on other issues of major concern in the budgeting process, such as estimating the cost of implementing particular programs based upon present law.

There are a number of issues that should be applied in a global manner. They fall into three general categories:

- Those where some consistency of action is desirable, such as the application of vacancy savings and inflation rates
- Those decisions where required payments are established by previous legislative action, such as application of legislatively authorized pay plan levels
- Those where the budgets of the individual agencies are driven by budgets established centrally, such as the fixed costs used to fund programs like the Information Technology Services Division (ITSD) and central purchasing, and where the agency paying the cost has no flexibility in whether or at what level the charges will be paid

Three additional issues (as compared to past sessions) are presented in the context of these "global issues" for consideration as recommendations to the appropriations committees. These items are work products of the interim activities of the Legislative Finance Committee developed since the 2005 session. One relates to a proposal for a HB 2 companion bill and another is a proposal to adopt a template of presentations by agencies to their respective appropriation subcommittees. The third relates to placing increased emphasis on reviewing agency goals, objectives, and outcomes relative to budgeting decisions.

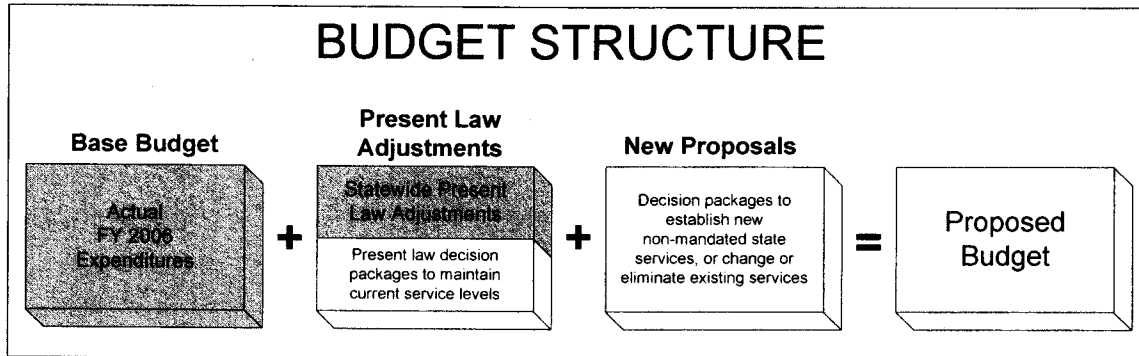
The following sections summarize these issues and provide recommendations adopted by the Legislative Finance Committee (LFC) in November to appropriations leadership in preparation for the 2007 legislative session.

DECISION ITEMS FOR APPROPRIATION COMMITTEES ACTION

The following items (numbered 1 through 11) are to be presented, with the recommendation of the Legislative Finance Committee, to the House Appropriations and Senate Finance and Claims Committees at a joint meeting at the beginning of the 2007 session, as required in 5-12-205(7), MCA.

STARTING POINT FOR SUBCOMMITTEE DELIBERATIONS (ITEM 1)

For consistency and clarity of the budget process, the subcommittees should start from the same starting point. In order to discuss this point, a graphic of the budget structure may help.



The components of the budget are shown above. The recommendation is that the subcommittees all start at the same point for each agency in their section of the budget. Historically, the subcommittees have started by accepting the base budget and statewide present law adjustments as the starting point (highlighted portion).¹ The subcommittees review other present law decision packages and new proposal decision packages individually.

Generally, actual FY 2006 expenditures, excluding the one-time expenditures, are the base budget and are the first step in this process to build the budget. The next step is to identify the funding that is necessary to fund the budget in FY 2008 and FY 2009 at the same level of services. This is not about new programs. It simply maintains existing programs and services at levels consistent with requirements of "present law." There are two components of present law adjustment: 1) statewide present law adjustments, and 2) all other present law adjustments.

Statewide present law adjustments relate to a specific group of expenditures that have broad impact because these expenditures impact every state agency. These items include:

- Personal Services – adjustments which fully fund the existing positions of state government by:
 - Restoring amounts unfunded in the previous session because of vacancy savings or other reductions;
 - Funding employee pay plan costs that result from delayed implementation of pay schedules or employer benefit contributions;
 - Accounting for changes in position costs that result from market adjustments or the reclassification of positions to meet agency needs; and
 - Accounting for changes in employer costs resulting from rate changes such as for workers compensation insurance.
- Vacancy Savings – adjustments for the vacancy savings factor applied in the executive budget, which is expected to be 4 percent for the 2009 biennium.

¹ In the 2003 session, a prior year base was adopted at the beginning of the session due to a severe budget deficit.

- Fixed Costs – Adjustments proposed in rates charged to state agencies by other state agencies for services provided such as warrant writing services and office space rent.
- Inflation/Deflation – adjustments for a select group of expenditure accounts (about 26) that are expected to see marked increases or decreases during the upcoming biennium (e.g., natural gas costs).

The statewide present law adjustments are presented as such because it avoids hundreds of decision packages requiring the same decision, but more importantly, because it represents items that should be treated the same for all agencies and programs and, therefore, should be handled at one time and not by each subcommittee independently. These key elements of every agency budget should be consistently applied as an equity issue among agencies and, to a lesser degree, because of budget system constraints.

By choosing to adopt a starting point that includes the base budget and the statewide present law adjustments, the legislature is not precluded from making changes to the base budget or to elements of the statewide present law budget. As will be discussed in the next section, there are ways to make changes to those items within an individual agency or globally. Options to do so will be explained.

As for the starting point for the subcommittees, there is really only one option. Taking another approach risks inconsistency and inequity in the budget process and poses significant workload issues for subcommittee members and staff.

LFC Recommendation for Item 1 - Direct the subcommittees to adopt the base budget and the statewide present law adjustments as the starting point of budget deliberations for each agency.

HOW SUBCOMMITTEES CAN AFFECT STATEWIDE PRESENT LAW

For each of the elements of the statewide present law adjustments, there are methods for addressing concerns about the level of funding or services provided. By the action described in the preceding section, these elements are fully funded except for the application of vacancy savings, which reduces the funding of personal services for each agency by a predetermined percent of the agencies personal services budget. In this section is a discussion of how the elements of the budget can be changed.

Components of the Personal Services Statewide Present Law Adjustment (Item 2)

It is expected that the subcommittee staff, with some new analysis tools, will be better able to answer questions related to increases represented in present law adjustments. The increases in the statewide present law adjustment of personal services can occur in three ways:

1. the annualization of pay plan increases approved by the previous legislature;
2. changes to employee pay that occur outside the legislatively authorized pay plan, such as upgrades of positions or increases to bring employee pay in line with comparable positions based upon salary survey information; or
3. increases that fully fund positions vacant for all or part of the base year.

The question then relates to how the subcommittees might use the information.

- Under the first type of increase, the subcommittees should accept the annualization of pay plan increases as they are a direct result of the previous legislature's action to increase employee pay, funding shortfalls resulting from the delayed implementation of pay increases which later requires full funding.
- The second type of increases are indirectly allowed by the legislature since the increases result from authority the legislature has provided the executive for managing the classification and pay systems. While the subcommittees cannot reverse these types of increases, they could review the authority that has been provided to the executive that opens the door for such increases.
- The third type of increased funding, related to fully funding positions that were vacant during the base year, could be reviewed by the subcommittees. Subcommittees could review the need for the vacant positions, and if not justified, then eliminate funding for those positions.

LFC Recommendation for Item 2 – The reasons that employee pay might increase outside the legislatively approved pay plan can vary greatly from agency to agency, and the reason that positions were vacant can vary as well. The subcommittees should be directed work with their respective subcommittee staff to determine the reasons for these occurrences and variations, and allow for coordination between subcommittees if an overarching policy should be addressed.

Personal Services and Quantification of FTE Changes (Item 3)

Even though a specified level of personal services is adopted in the “starting point” above, subcommittees can add or eliminate funding for positions (FTE). Subcommittee staff can create a budget decision package to accomplish this. Within the budgeting system, each FTE is individually budgeted by using two factors: 1) actual budgeted salary, and 2) related benefits. Benefits are calculated through the use of formulae imbedded in the automated budgeting system. Adjustment of funding due to addition or elimination of specific FTE requires a methodology for determining what level of funding will be adjusted. This discussion suggests one question regarding how subcommittees should request FTE changes: How should monetary adjustments to each budget be calculated when FTE funding is added or eliminated?

LFC Recommendation - Option 3a - Specify the actual FTE, and allow the legislative budgeting system to calculate the total addition or reduction in funding for that specific FTE. This option is preferred as it lets the budgeting system do the work.

Option 3b - Specify an estimated level of funding to be reduced or added. This option will work but is more cumbersome for staff to enter into the budgeting system. It has the effect of being more like a vacancy savings adjustment, and does not provide for a “permanent” reduction of FTE.

Vacancy Savings (Item 4)

Although the executive budget will include application of a vacancy savings factor, the legislature can choose to change it at its discretion, as it is a policy decision for the legislature to make. If the legislature chooses to include a vacancy savings rate, the committee may wish to discuss whether and at what level the application of vacancy savings should be consistently applied among all agencies/programs, or whether subcommittees should consider vacancy savings on a case-by-case basis. With a few exceptions, the 2005 Legislature applied an across-the-board 4 percent vacancy savings for agencies with 20 or more FTE. (In prior biennia, there have been a variety of vacancy savings policies, from no vacancy savings, to a global consistent application on a percentage basis, to a selective basis of application.)

LFC Recommendation - Option 4a - The full appropriations committees shall adopt a global recommended level of personal services reductions (vacancy savings). Subcommittees will be requested to adopt the recommended level as part of their budget recommendation.

Option 4b - There will be no recommendation from the full committees on personal services reductions. Subcommittees may adopt vacancy savings levels on a case- by-case basis.

Fixed Costs (Item 5)

Fixed costs include such items as audit, payroll, capitol grounds maintenance, rent, and computer network and data processing charges. These interagency services are provided by a service agency and fees are charged to agencies on a uniform basis via various formulae or estimates of actual costs. Since agencies must pay all billed fixed costs, the appropriation can be adjusted only by the rates charged by the agency providing the service. Any changes in fixed costs could be applied uniformly based upon the recommendation of the subcommittee examining the service provider’s budget.

Note: The budgets of agencies/programs providing the services upon which the rates are determined would continue to be examined by subcommittees (primarily general government), and the rates would be adjusted globally by that subcommittee.

LFC Recommendation for Item 5 - Direct subcommittees to consistently apply fixed costs in agency budgets as included by the executive budget request. Adjustments to fixed cost rates shall be determined by the subcommittee examining the service provider (e.g., ITSD costs as reviewed by the General Government Subcommittee) and shall be globally adjusted on a consistent basis.

Inflation/Deflation (Item 6)

The executive budget will include about 26 expenditure categories that are inflated or deflated based upon analysis of those items. The Legislative Finance Committee could recommend that the full joint appropriations committee review those categories or establish categories of expenditures to inflate/deflate and the appropriate inflation rates to apply. The subcommittees would determine the appropriate level of expenditures in each of the expenditure categories prior to inflation/deflation, and allow inflation/deflation to be automatically calculated based on globally determined inflation rates.

LFC Recommendation for Item 6 - If the full committee wishes to vary from the executive budget proposal inflation/deflation factors, it should establish approved inflation/deflation rates (if any) by individual object of expenditure and direct subcommittees to apply these rates to all budget adjustment recommendations.

ISSUES RELATED TO HB 2 PROCEDURES

Proposals Requiring Legislation (Item 7)

Implementation of some proposals that require HB 2 appropriations will require implementation of complementary legislation.

Issue: How will changes in HB 2 that are dependent upon the passage of other bills be made?

Option 7a - Subcommittees make recommendations regarding the proposal. Build all changes requiring legislation into the HB 2 line-items, and include contingency language striking the change if the legislation does not pass.

Option 7b - Do not include the changes requiring legislation in HB 2 line items, but include contingency language enacting the change if the legislation does pass.

LFC Recommendation - Option 7c - Make no recommendations or adjustments to HB 2 until required legislation passes.

Note: The handling of appropriations contingent on legislation can have a significant impact on the general fund status sheet tracking system. Option (a) was utilized in the 2003 session due to the severe deficit situation. Prior to the 2003 session and last session, Option (c) was the traditional method adopted for dealing with pending legislation. Also, regardless of the option chosen above, if the legislature proceeds with the "companion bill" concept discussed below, option 7a would need to be used for certain actions addressed in the companion bill(s).

Disposition of "Negative" New Proposals (Item 8)

Negative proposals have been used in the past to signify a separate reduction in the appropriation, without specifying where the reduction should be made. The legislative budgeting system and statute cannot accommodate a negative appropriation in HB 2.

LFC Recommendation for Item 8 - Appropriations committee leadership shall direct the appropriations subcommittees to include negative new proposals in the present law line item in the budget, as opposed to a separate negative line item appropriation.

HB 2 Companion Bill Proposal (Item 9)

A companion bill can serve a number of purposes by providing a vehicle for the legislature for provisions related to appropriations and agency performance that are not appropriate for inclusion in HB 2. Among the potential uses are to:

- Articulate performance/accountability measures and related reporting requirements
- Provide other reporting requirements
- Provide statutory changes necessary to implement provisions of the budget
- Provide special instructions on use of or access to appropriations
- Require agency action

If the committee, and ultimately the appropriations committees leadership, wishes to pursue this recommendation, it needs to recognize that other decisions will be required, i.e. number of bills and timing of bill(s).

Option for Item 9 - Appropriations committee leadership request one or more committee bills to serve as a “companion bill(s)” to the general appropriations act (HB 2), to enable a vehicle for substantive language related to the implementation of certain appropriation line items in HB 2.

LFC Recommendation - The Legislative Finance Committee did not take action on item 9. Instead, in a separate agenda item discussion at its November 2006 meeting, the committee directed staff to include instructions (regarding the correct use of companion bills) in the training provided to the appropriations subcommittees at the beginning of the session, thereby allowing the individual subcommittees to decide on the need for use of one or more companion bills.

PROCEDURES OF THE APPROPRIATIONS SUBCOMMITTEES

Proposal to Adopt Subcommittee Presentation Templates (Item 10)

State agencies provide legislative appropriations subcommittees with a variety of reports and presentations, sometimes referred to as “dog and pony shows”. The previous process had no standardization and made it difficult if not impossible for legislators to compare agency budgets or program budgets within the agency.

The LFC approved a standardized presentation template at the June 2006 meeting. A standardized agency example template was then developed for each appropriation subcommittee and sent to 2005 appropriation subcommittee members for comment. The comments of those members were incorporated into the template. Additionally, agency personnel comments received during training sessions were used to make additional improvements in the document.

Although agencies expressed some discomfort with being restricted to a standardized format for their presentations to subcommittees, the Legislative Finance Committee and members with subcommittee experience clearly indicated that this is a change that they want to occur.

The issue in this instance is whether or not the committee wishes to make a recommendation that appropriations committee leadership direct the use of the template structure in each committee’s proceedings.

LFC Recommendation for Item 10 - Appropriations committee leadership shall direct the appropriations subcommittees to request presenting agencies to structure their respective presentations to conform to the approved and published template for such presentations.

Integrate "Goals and Objectives" into the Appropriations Process (Item 11)

State law requires agency and program goals and objectives to be specific and quantifiable to enable the legislature to establish appropriations policy. The LFD has established language within the budget analysis to remind legislators of this requirement. Reviewing goals and objectives may demonstrate to the legislature where budgetary adjustments are warranted and where the legislature might direct resources accordingly.

The committee may wish to make a recommendation that appropriation committee leadership integrate agency goals and objectives into the appropriations process, thereby setting the stage for linking appropriation decisions to goals and objectives.

LFC Recommendation for Item 11 – There are two parts:

a) Appropriations committee leadership shall direct the appropriations subcommittees to:

- Set aside time during the committee time to discuss goals, objectives and outcomes for the 2007 biennium and discuss goals and objectives of the 2009 biennium;
- Relate goals and objectives to the budget request;
- Utilize discussion results to adjust, condition or disapprove appropriations in relation to programs goals and objectives through HB 2 (and one or more companion bills if companion bill concept is pursued) ; and

b) Appropriations committee leadership shall request the House Appropriation Committee chair and the Senate Finance and Claims Committee chair to introduce goals and objectives as part of the HB 2 deliberations process prior to floor debate by:

- Opening deliberations on each agency with the outcome of major initiatives from the 2007 biennium; and
- Providing a synopsis of 2009 biennium goals and objectives used to establish appropriations.

It should be pointed out that for select new budget initiatives, the review of goals and objectives related to the new initiative has already started and will be included in the *Legislative Fiscal Division Budget Analysis*.

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Montana State Legislature

Exhibit 2

**This document is a
booklet entitled
HB 2 How to make HB 2
Implement Public Policy
as Determined by
Legislature**

**Dated December 2006
It can not be scanned due
to size there fore only the
front cover is scanned to
aid in your research.**

**The original can be
viewed at the Montana
Historical Society.**

**Montana Historical Society
Archives**

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2007 Legislative Scanner Susie Hamilton

HB 2 THE BARBARIAN

**How to Make HB 2 Implement Public
Policy as Determined by the Legislature**



December 2006

**LEGISLATIVE
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